

**PERFORMANCE WORK STATEMENT (PWS)  
ONR GLOBAL ARLINGTON ADMINISTRATIVE SUPPORT SERVICES**

## **1.0 BACKGROUND**

The mission of Office of Naval Research Global (ONR-G) is to extend ONR's Science & Technology (S&T) reach beyond U.S. borders and build partnerships with leading researchers around the globe. This international arm reaches across four continents, numerous commands within the US Navy fleet and US Marine Corps forces, and enables collaboration opportunities around the world. This contract provides contractor resources to further enable ONR Global Human Resources Operations, International S&T Engagements, Knowledge and Content Management and Financial Resource Management.

## **2.0 OBJECTIVES**

The Tasks identified in this PWS are designed to provide contractor administrative support services to enhance the ability of the Command to execute its human resource administration and logistics, program-based responsibilities, knowledge and financial management responsibilities. The mission enhancement will be achieved by acquiring skilled human resources to provide additional intellectual capital and proficient administrative capability to advise and administratively support the ONR Global Command.

Performance of tasks shall conform, at a minimum, to the performance standards and acceptable quality levels identified in the Quality Assurance Surveillance Plan (QASP).

## **3.0 Technical Tasks/ Requirements**

All personnel supporting tasks 1 through 4 will use commercial software packages, to include at a minimum Microsoft Office (specifically, Word, Power Point, Outlook and Excel) and will be expected to communicate effectively, both verbally and in writing.

### **Task 1: Administrative HR Specialist**

The contractor shall provide US Navy Human Resource (HR) administration services to the ONRG Arlington, Virginia Office. These services shall enable the consistent and compliant transition of personnel (i.e., S&T, BizOps, Military, Civilian, IPA's, Embassy Hires, and Foreign Nationals – British ISSA's and Japanese Core) into and out of the ONR Global Command's administrative records and facilitate their physical relocation to and from ONR Global international office locations.

Administrative HR Specialist tasks include, but are not limited to the following:

- 1.1. Research and recommend actions, plans and strategies to improve the utilization of ONR Global Staff.

1.2. Identify and document ONR Global Human Resource (HR) procedures between the Chief Administrative Officer (CAO), Arlington and supporting HR activities (i.e., US Navy Human Resource, Naples, Italy, HRO Atsugi, etc.).

1.3. Develop, and acquire government approval for, a process to maintain the personnel administrative history of all ONRG Personnel IAW with Navy HR and records management policy.

1.4. Maintain situational awareness (within 24 hours), via the ONRG Command's KM tools, of the self-reported travel status and locations of ONR Global employees to facilitate a timely response to emergencies or other contingencies.

1.5. Plan, coordinate, and facilitate the execution of Annual Working Group meetings to update and validate ONRG's plan to recruit employees that are fully consistent with the Requirements Document (RD) for the vacant positions in the upcoming Fiscal Year.

1.6. Identify implementation recommendations for performance metrics that will consistently evaluate the time required to on-and-off-board ONRG employees and the accuracy of ONR Global HR processes (i.e., number of errors resulting in delays).

1.7. Research and make recommendations to the ONR Global HR Leadership Team on how to establish and/or mature professional relationships with the supporting organizations (i.e., Passports Offices, Consular staff at International Embassies, other Federal agencies, Personnel Support Detachments etc.) to improve ONR Global HR operations in the international (Non-CONUS) office locations.

1.8. Research and recommend procedures for scheduling, tracking, recording attendance and ensuring compliance with all ONR Global annual recurring and one-time training requirements.

1.9. Identify ONR Global billets/positions that are expected to "turn over" during the next Fiscal Year (FY), via a Personnel Forecast Report (PFR –Deliverable). The PFR shall include the training and deployment support resources required for each billet/position that is forecast to be vacant in the coming FY.

1.10. Research and make recommendations for processes to track HR issues and resolutions for all ONR Global employees.

1.11. Coordinate with ONRG Field Office personnel and perform an annual update of all ONR Global "Welcome Aboard" packages to ensure they contain the most current information for new staff.

1.12. Research and recommend updates to improve the accuracy of vacant position Requirements Documents (RD's).

1.13. Recommend, and acquire government approval for, updates to the ONR Global iConnect (i.e. Microsoft SharePoint) Staffing Plan capability tracker.

1.14. Develop and maintain, via monthly updates, a Microsoft Excel Spread Sheet to track the Origination and Expiration dates for a SYSTEM AUTHORIZATION ACCESS REQUEST NAVY (SAAR-N) Forms for all ONR Global employees.

1.15. Plan, coordinate, and facilitate the execution of bi-annual working group meetings with all our human resourcing organizations (Naval Warfare Centers (WC), UARCs, etc.) to update and share lessons learned. Meeting topics will vary to address the challenges those organizations face while working with ONRG. Topics will include ONRG admin, HR, financial processes as well as internal WC/UARC policy/process that present challenges. Develop and track action items from these meetings.

1.16 Maintain and update the USA Jobs template/baseline solicitation for all ONRG available positions to reflect any new or changed OCHR policy or language.

1.17 Maintain, update, and deliver draft of the ONRG annual recruiting brief to ONRG leadership.

## **Task 2: Program Specialist**

The contractor shall provide Business Administration Services to the ONRG Arlington, Virginia Office to enable International S&T Engagements, S&T Operations, and S&T Corporate Communications and fulfil S&T Logistical requirements. The Program Specialist's primary responsibility is to provide robust administrative execution in the office productivity tasks required to run the ONRG Science Advisor (SA) Program. The Program Specialist shall execute the subtasks identified below in order to ensure ONR Global program requirements to support the S&T mission are being met:

Program Specialist tasks include, but are not limited to the following:

2.1. Administratively track and recommend solutions to a variety of concurrent and complex business problems (for which no precedent exists) simultaneously, that require sensitive or intensive coordination of relationships with ONRG staff, ONR staff, and members of the Naval Research and Development Establishment (NR&DE).

2.2. Plan, schedule and coordinate ONRG employee interviews.

2.2.1 Reserve conference rooms, contact and confirm interview panel members, create interview binders for the panel interviewers, take notes during all interviews, consolidate and maintain panel members comments/ratings for each interview conducted.

2.3. Plan, schedule, and coordinate the annual ONRG Industry Tour.

2.3.1. Consolidate a list of potential industry & government organizations to visit, reserve hotel accommodations for the group, provide administrative support to meetings, SA Program during the planning processes, disseminate agenda/schedule, accompany the tour and lead the coordination and scheduling.

2.4. Plan, schedule and coordinate ONRG Science Advisor quarterly reviews with Chief of Naval Research (CNR). Consolidate SA inputs into binders for CNR and ONRG leadership.

2.5. Plan, schedule, and coordinate ONRG annual events such as Global Technical Meeting (GTM), Orientation for new employees, and Global Strategic Review (GSR) as required.

2.5.1. Tasking will include preparation of materials, presentation compilation, preparation of minutes, and after actions reports

2.6. Maintain administrative accuracy (within 8 hours) in all ONRG common disk drive (R, Q, S) all ONRG SA Program documentation.

2.6.1. Updates will include: Briefing materials, contact information for SA's and warfare center POCs (Program Managers, Business Financial Managers), etc. Must be proficient with the Microsoft Office Product Suite (MS Office, Excel, and Word) and Adobe Acrobat.

2.7. Collect, review for accuracy, consolidate, and distribute ONRG SA reports (weekly, monthly, annually) on both the NIPRNET and SIPRNET systems to ensure reporting requirement deadlines are met.

2.8. Facilitate professional communications, both written (email/documents) and verbally (in-person/telephone), with potential ONRG SA candidates and all ONR/ONRG internal and external stakeholders to validate information and ensure a clear and accurate exchanges between both parties.

2.9. Conduct planning actions (i.e., book conference rooms, distribute read-ahead documents, develop draft agenda items, etc.) for ONR Global on and off-site meetings, events, and conferences; and provide administrative support during the execution of these events.

2.10. Provide business administration services to facilitate communications (coordinate tasking's/actions, attend meetings, draft meeting notes, communicate and clarify direction and/or feedback, etc.) between the ONR Global Corporate Communications Lead (located OCONUS) and the ONR Headquarters Corporate Strategic Communications (CSC) Team.

### **Task 3: Financial Analyst**

The contractor shall provide Navy Enterprise Resource Planning (ERP) system based administrative services to the ONR Global Arlington, Virginia Office by demonstrating competence in the Navy ERP system and the ability to effectively use the tool in day-to-day execution of the Command's financial analysis, planning, coordination, international program allocations and budget administration & forecasting actions.

Financial Analyst tasks include, but are not limited to the following:

3.1. Provide financial advice consistent with DoN and ONR financial policies and guidance

on ONRG's financial management activities; to include fiscal policy, Program Objective Memorandum (POM) input, risk analysis, budget and programing.

3.2. Prepare Purchase Requisitions (for government approval) using the DoN-approved management system software suite, currently the Navy Enterprise Resource Planning (NERP) tool.

3.3. Conduct Fiscal Year financial planning based on the direction provided by ONR Global Program Managers.

3.4. Develop detailed fiscal year execution plans based on government direction.

3.5. Track, monitor and report on the status and availability of ONRG funds, within 4 hours of receiving a request.

3.6. Configure all ONRG Departmental financial allocations in Navy ERP at the direction of the ONR and ONRG Comptrollers.

3.7. Review financial documents for accuracy and compliance with the ONR Command's direction.

3.8. Conduct analysis and report on the status of funds.

3.9. Prepare (for Government approval) financial notices, instructions, guidelines and reports.

3.10. Conduct analysis and create financial reports, within 4 hours of receiving the tasking, to determine current ONRG financial execution and disbursement rates.

3.11. Review actual and projected funding estimates and prepare reports, within 4 hours of receiving the tasking.

3.12. Identify program specific financial issues related to deficiencies, excesses, trends and imbalances to assure execution accuracy and funding availability.

3.13. Conduct financial execution IAW with government-established fiscal year financial plans to ensure benchmarks are met.

3.14. Draft, for government approval, internal and external financial communiques on program specific financial and budget issues.

3.15. Prepare (for government approval) Congressional R2 budget exhibits and coordinators to adjust narratives and financial data during the multiple calls imposed during the course of the budget year.

3.16. Conduct analysis and report to senior ONRG managers regarding the financial status of departmental programs.



3.17 In support of the ONR Global Scientist-to-X (S2X) program, maintain a list of Naval Research & Development Establishment (NR&DE) candidates for upcoming events, develop email correspondence and coordinate with the NR&DE stakeholders, Science Advisors, and Naval Reservists hosting the event to ensure program success.

#### **Task 4: Knowledge Specialist**

Knowledge Specialist tasks include, but are not limited to the following:

4.1. Provide Microsoft SharePoint Site Collection Administrator, Communications and Website Administration Services to the ONRG Arlington, Virginia Office to enable the prompt presentation of the most current and accurate information in the Command's Knowledge Management systems. As directed by the government, execute the subtasks identified below in order to ensure ONR Global content is available to support the S&T mission:

4.1.1. Add, Delete and Edit content in ONR Global SharePoint Libraries, Lists, Site Collections/Columns, Workspaces, Pages, and COI's.

4.1.2. Enforce SharePoint Site Permission policies for Groups and Individual users.

4.1.3. Maintain and edit SharePoint business applications and workflows.

4.1.4. Design and implement configuration standards for SharePoint content to ensure maximum discovery of searchable content.

4.2. ONR Global Website Administration Services - As directed by the government, coordinate and execute changes and updates to ONRG website (<http://www.onr.navy.mil/Science-technology/onr-global.aspx>) through the established ONR HQ webdesk services division processes.

4.2.1. Ensure ONRG website complies with DOD regulations.

4.2.2. Make recommendations for incorporation of Human Computer Interface (HCI) best practices for iConnect (i.e., SharePoint Portal) and website navigation.

4.2.3. Determine web statistics such as website hits, frequency on content with the information ONR HQ webdesk services is able to provide.

4.2.4. Verify the accuracy of all communications between ONR Global and ONR HQ webdesk services division.

4.2.5. Review proposed Website redesign/changes with ONRG stakeholders and acquires written government approval prior to implementation.

4.2.6 Recommend opportunities to leverage social media for ONR Global strategic

communications (i.e., Facebook, Twitter).

4.2.7. Acquire written approval from ONR security, ONR Global CIO and ONR Public Affairs prior to releasing any new material on the ONR Global website or social media forums.

## **4.0 PERSONNEL QUALIFICATIONS**

### **4.1 General Personnel Requirements**

The contractor shall provide the government with credentialed and experienced individuals to manage and execute all aspects of the PWS. All proposed individuals shall meet the General and Specific "Personnel Requirements." Because of the multi-national composition of the ONR Global workforce, all personnel working in support of the ONRG mission must possess the professional maturity and interpersonal skills required to work without conflict in the international environment.

- All personnel must possess a SECRET Clearance at time of contract award.

The contractor shall also maintain the ability to send a representative from their Corporate Leadership ranks to ONR with one day notice, at no additional cost, to support any performance meetings or concerns of the program. The individual dispatched from the Corporate Leadership shall be from a position in the corporation that is more senior than the most senior person supporting the requirements of this PWS.

### **4.2 Specific Personnel Requirements**

#### **Task 1: Administrative HR Specialist (1 FTE)**

The individual shall possess:

- (1) a Master's degree from an accredited college or university and 10+ years of experience in program management or (2) possess Bachelor's degree and 15+ years of experience in program management.
- Demonstrated proficiency in Navy Personnel administration by managing customer requirements across a broad range of tasks including supporting personnel recruiting and selection, supporting the onboarding logistics of newly reported personnel, briefing preparation, conference and meeting planning and staffing (to include video-teleconference arrangements), and supporting resolution of administrative, budgeting and financial issues.
- Demonstrated proficiency in using Microsoft Excel, Word, PowerPoint, and Adobe Acrobat Professional applications in the office productivity environment.
- Strong evidence of professional maturity and interpersonal skills required to work

without conflict with an international team.

The candidate should possess:

- An MBA.
- Demonstrated experience in all aspects of US Navy Human Resource Development, i.e. supporting the training and monitoring the performance and professional development opportunities of newly hired personnel.
- Working knowledge of the Naval Research & Development Establishment (NR&DE).

### **Task 2: Program Specialist (1 FTE)**

The individual shall possess:

- (1) a Bachelor's degree and 7-10 years of relevant work or (2) an Associate's degree and 10-15 years of relevant work experience.
- Demonstrated proficiency in managing customer requirements across a broad range of tasks including briefing preparation, maintaining administration history and supporting the administration, execution and evaluation of management programs.
- Demonstrated proficiency in using Microsoft Excel, Word, PowerPoint, and Adobe Acrobat Professional applications in the office productivity environment.
- Strong evidence of professional maturity and interpersonal skills required to work without conflict with an international team.
- Professional maturity to professionally interact on a daily basis with O-6/GS-15 level officers/civilians in Joint, Navy, and Marine Corps Command.

The candidate should possess:

- Demonstrated proficiency in planning, scheduling and managing conferences and multi-day meetings.
- Working knowledge of the Naval Research and Development Establishment.

### **Task 3: Financial Analyst (1 FTE)**

The individual shall possess:



- A Bachelor's degree and 3-5 years of relevant experience with the Navy's Enterprise Resource Planning (ERP) financial management system.
- Familiarity with dual use applications of defense technologies and the DON's Acquisition Programming, Planning, Budgeting and Execution (PPBE) Process.
- Demonstrated proficiency in using Microsoft Excel, Word, PowerPoint, and Adobe Acrobat Professional applications in the office productivity environment.
- Strong evidence of professional maturity and interpersonal skills required to work without conflict with an international team.

The candidate should possess:

- Demonstrated competence and the ability to effectively use the Navy ERP system and similar financial tools in day-to-day work.
- Demonstrated a thorough knowledge of the process for preparing Navy ERP Purchase Requisitions.
- Demonstrated experience in maintaining and updating financial records to include tracking commitments, obligations and expenditures and supporting resolution of budgeting and financial issues.
- Working knowledge of the Naval Research and Development Establishment

#### **Task 4: Knowledge Specialist (1 FTE)**

The individual shall possess:

- Documented successful completion of a Microsoft SharePoint 2013 Site Collections Manager training course; and, demonstrated SharePoint 2013 proficiency consistent with 3 years of experience in managing and enforcing SharePoint 2013 "Site Collections Manager" responsibilities.
- Demonstrated proficiency consistent with 3-5 years of experience in operating, maintain and editing content in Microsoft SharePoint Libraries, Lists, Site Collections/Columns, Workspaces, Pages, COI's.
- Demonstrated proficiency consistent with 3-5 years of experience in managing and enforcing Microsoft SharePoint for groups and individual users.
- Demonstrated proficiency consistent with 3-5 years of experience in operating, maintain and editing Microsoft SharePoint based business applications and workflows.

- Proficiency in the operation and basic administration of additional S&T Knowledge Management tools (i.e., the Defense Technical Information Center (DTIC) portal).
- Demonstrated experience performing fundamental level Website administration (i.e., update text, photos, etc.)
- Demonstrated robust level of proficiency with Microsoft Excel, Word, PowerPoint, and Adobe Acrobat Professional.
- Strong evidence of professional maturity and interpersonal skills required to work without conflict with an international team.

The candidate should possess:

- Demonstrated experience in developing and executing a corporate communications strategy.
- Demonstrated experience in leveraging Social Media (Facebook, Twitter).
- Demonstrated working knowledge of the Naval Research and Development Establishment.

## **5.0 PERIOD OF PERFORMANCE**

The contract will contain a twelve (12) month base and four (4) twelve month option periods. The period of performance for the base period shall be from the effective date of the contract through twelve (12) months thereafter. If exercised, the period of performance for each option period shall be performed during the twelve (12) month period immediately following the expiration of the Base Period and subsequent Option Periods.

## **6.0 REPORTS DATA AND OTHER DELIVERABLES**

The following deliverables are required to support this contract. Electronic submission is encouraged for all reports, presentations, and support documents, unless otherwise directed by the COR and shall be provided to the COR identified in the Contract, and as directed to the Contracting Officer and Contract Specialist.

### **6.1 Monthly Status Report (MSR):**

The Contractor(s) shall provide the Government a Monthly Status Reports (MSR) detailing the overall status of the project, deliverables provided, the project's financial status, any staffing issues/vacancies, and other relevant (i.e., will result in a mission impact) management action items as follows:

TASK	DELIVERABLE	FORMAT	FREQUENCY
<b>POST AWARD – CONTRACT SPECIFIC</b>			
X.	Monthly Status Report	Contractor developed Format (must meet the specified criteria for the MSR)	By the 5 <sup>th</sup> of the following month.
1.1	Staff Utilization Recommendation	Contractor Format	Included in Monthly Status Report with supporting rationale
1.2	SOP (with Updates)	Contractor Format	Initial Draft - 60 Days after Contract Award and Monthly Updates (highlighted with Track Change)
1.3	Administrative History SOP (with Updates)	Contractor Format	Initial Draft - 90 Days after Contract Award and Monthly Updates (highlighted with Track Change)
1.6	Performance Metrics	Contractor Format	Initial Draft - 180 Days after Contract Award
1.7	Supporting Organization Improvements	Contractor Format	Included in Monthly Status Report with supporting rationale
1.8	Training History SOP (with Updates)	Contractor Format	Initial Draft – 120 Days after Contract Award and Monthly Updates (highlighted with Track Change)
1.9	Annual Billet Turnover Report	Contractor Format	Initial Draft – 01 January Final Report – 01 March
1.10	HR Issue Tracking SOP	Contractor Format	Initial Draft - 90 Days after Contract Award and Monthly Updates (highlighted with Track Change)
1.11	“Welcome Aboard” Package Updates	Government Format	Annual updates included in existing “Welcome Aboard” documents using Track Changes
1.12	Recommended Requirements Documents Updates	Contractor Format	As Requested

TASK	DELIVERABLE	FORMAT	FREQUENCY
1.13	Recommended Staffing Plan Updates	Contractor Format	Monthly (Included in Monthly Status Report with supporting rationale)
1.14	SAAR-N Expiration Tracking Spread Sheet	Microsoft Excel	Initial Draft - 90 Days after Contract Award and Monthly Updates (highlighted with Track Change)
1.15	Meeting completed, Agenda drafted (MS Word), Action Items (MS Excel)	Microsoft Word & Excel	2 times in a calendar year
1.16	USA Jobs Draft Solicitation	MS Word or Adobe Acrobat	During each hiring cycle (on- or off-cycle)
1.17	Draft Recruiting Brief	MS Power Point	Annually: Mid July
2.2.1	Interview binders (hardcopy) and notes (MS Word)	Hard copy and MS Word	During all hiring cycles (on- and off-cycle)
2.3.1	List of potential industry & government organizations for Industry Tour	MS Word	Initial Draft - 30 Days after Government Request and Weekly Updates (highlighted with Track Change) until the execution of the Tour is Complete
2.4	Binder of SA inputs	Hard Copy	Quarterly: 2 days prior to scheduled meeting
2.5.1	Preparation of materials, presentation compilation, preparation of minutes, and after actions reports	MS Word and MS Power Point	As events are scheduled
2.7	Proper review/ distribution/filing of SA inputs	MS Word/ Outlook Email	Weekly, Monthly, Annually as required
3.2	ERP Purchase Requisition	Navy ERP Format	As requested by the Government

TASK	DELIVERABLE	FORMAT	FREQUENCY
3.4	Detailed fiscal year execution plans based on	Navy ERP Format and MS Excel	As requested by the Government
3.8	Status of Funds Report	Navy ERP Format and MS Excel	As requested by the Government
3.9, 3.10, 3.11 and 3.16	Financial Reports	Navy ERP Format and MS Excel	As requested by the Government
3.15	Congressional R2 Budget Exhibit	Government Provided Format	As requested by the Government (typically once per FY)
3.17	S2X candidate list and email correspondence	MS Excel and MS Outlook	As events are scheduled
4.2.2	Recommended HCI improvements	Contractor Format	Included in Monthly Status Report with supporting rationale
4.2.6	Social Media Recommendations	Contractor Format	Included in Monthly Status Report with supporting rationale

## 6.2 Monthly Financial Status Report

The contractor shall provide a Financial Status Report. The report shall be provided in the format and with the required information found on the Contractor Monthly Financial Status Report Template found at the following site:

<http://www.onr.navy.mil/en/Contracts-Grants/manage-contract.aspx>.

Format for the financial status reports may be updated during the life of the website (or any successor website identified via administrative modification to the contract) and the contractor will be notified that an updated version shall be used for future submissions. The report is due no later than fifteen (15) business days after the end of each month.

## 6.3 Quality Control Plan



The contractor shall develop and maintain an effective quality control program to ensure services are performed in accordance with the PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control program is a means by which the contractor assures that work complies with the requirements of the contract.

The Quality Control Plan (QCP) shall detail the plan the contractor will employ during contract performance. The Government will monitor the QCP during contract performance to ensure that the contractor is performing in accordance with the QCP. The contractor shall provide a QCP within fifteen (15) business days of contract award. After acceptance of the QCP, the contractor shall receive the Contracting Officer's acceptance in writing of any proposed change to the QCP. When changes are made to the QCP, the contractor shall submit the revised QCP to the Contracting Officer and COR within five (5) business days of the changes.

#### **6.4 Quality Assurance**

The Government shall evaluate the contractor's performance under this contract in accordance with the contractor's QCP and the Government's Quality Assurance Surveillance Plan (QASP). The QASP is a Government developed and applied document used to ensure systematic quality assurance methods are used in the administration of the Performance Based Service Contract (PBSC) standards included in this PWS. The intent is to ensure that the contractor performs in accordance with the performance metrics and the Government received the quality of services called for in the PWS. The QASP details how the performance standards identified in the PWS are measured, who will perform the measurement, the frequency of the surveillance, and the acceptable defect rate(s). The QASP may be updated from time to time by the Government.

#### **6.5 Individual Travel Worksheets and Reports**

The contractor shall provide Individual Travel Worksheets and Reports prior to any travel from the contractor's worksite location, detailing the costs of that travel, to the COR for written approval prior to any travel. Travel must meet the requirements of the Joint Travel Regulations. In addition, travel reports are required no later than 30 days after the conclusion of the travel. The report shall contain dates; locations of travel; purpose; total cost breakdown of travel to include: per diem rates, hotel costs, car rental costs; the identity of other ONR personnel traveling with contractor support personnel; unusual cost items (including registration fees) incurred; tasks performed; and accomplishments. If documentation such as meeting minutes or PowerPoint presentations were distributed over the course of the travel, a copy shall be included with the report. Contractor format is acceptable, with approval of the format by the COR.

#### **6.6 Master Travel Log Report**

The contractor shall maintain a master log of completed travel for all individuals traveling under this task order. The log shall include travel dates, destination, purpose, and cost breakdown to include airfare, mileage, lodging, per diem, rental car, taxi, and other miscellaneous costs. The contractor shall provide a copy of this report quarterly to the COR. Contractor format is acceptable, with approval of the format by the COR.